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**THE INFLUENCE OF ENTREPRENEURIAL CHARACTERISTICS, WORK  
EXPERIENCE, TRAINING AND NETWORKING TOWARDS WOMEN  
ENTREPRENEURIAL SUCCESS IN MALAYSIA**



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**Universiti Utara Malaysia**

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**Thesis Submitted to  
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## Abstract

The study is designed to examine the factors that influence the success among women entrepreneurs in Malaysia. This study examines the mediating role of networking on the relationship between entrepreneurial characteristics (need for achievement, risk taking, self-confidence and creative and innovative), work experience and training toward entrepreneurial success among women entrepreneurs in Malaysia. Despite the increasing number of women entrepreneurs, the number of successful ones is still small. Women tend to get involved in only the micro and small industries due to their gender barrier which often associates them with dual roles, and that is towards business and family. Data of this study was collected using questionnaires from women entrepreneurs who have been registered with Peniagawati and Usahanita. This quantitative study employs Smart-PLS (3.0) to analyse the data obtained from a sample of 166 respondents and to test the hypothesis. The results indicated a significant direct relationship between entrepreneurial characteristics (need for achievement, self-confidence, creative and innovative) and women entrepreneurial success. However, no significant relationship was found between risk taking, work experience and training with women entrepreneurial success. In addition, the study established the relationship between entrepreneurial characteristics (of risk taking, self-confidence, creative and innovative) and work experience and training towards networking. In contrast, the characteristic of need for achievement showed no significant difference with networking. Furthermore, the study also showed networking had mediated the relationship between risk taking, self-confidence, creative and innovative, as well as training, with women entrepreneurial success. The relationship between need for achievement and work experience with women entrepreneurial success was found to be negative. The results of the study provide important insight for government, policymakers and women entrepreneurial associations to comprehend the influence of those variables on women entrepreneurial success. Finally, limitations and suggestions for future research were also discussed in this study.

**Keywords:** risk taking, self-confidence, networking, training, women entrepreneurial success

## Abstrak

Kajian ini dijalankan untuk mengkaji faktor-faktor yang mempengaruhi kejayaan dalam kalangan usahawan wanita di Malaysia. Kajian ini menyelidik peranan jaringan dengan ciri keusahawanan (keperluan untuk pencapaian, pengambilan risiko, keyakinan diri dan kreatif dan inovatif), pengalaman kerja dan latihan ke arah kejayaan keusahawanan dalam kalangan usahawan wanita di Malaysia. Walaupun bilangan usahawan wanita semakin meningkat, bilangan mereka berjaya adalah masih kecil. Wanita didapati lebih cenderung untuk melibatkan diri hanya dalam industri mikro dan kecil-kecilan dan ini disebabkan oleh faktor jantina yang sering mengaitkan wanita dengan peranan berganda, iaitu penglibatan perniagaan serta berkeluarga. Data kajian ini dikumpul menggunakan soal selidik daripada usahawan wanita yang telah berdaftar dengan Peniagaawati dan Usahanita. Kajian kuantitatif ini menggunakan Smart-PLS (3.0) untuk menganalisa data yang diperolehi dari sampel 166 responden dan untuk menguji hipotesis. Keputusan menunjukkan hubungan langsung yang signifikan di antara ciri keusahawanan (keperluan untuk pencapaian, keyakinan diri, kreatif dan inovatif) dengan kejayaan keusahawanan wanita. Walau bagaimanapun, tiada hubungan yang signifikan ditemui bagi pengambilan risiko, pengalaman kerja dan latihan dengan kejayaan keusahawanan wanita. Di samping itu, kajian ini membuktikan wujudnya hubungan di antara ciri-ciri keusahawanan (pengambilan risiko, keyakinan diri, kreatif dan inovatif) dan pengalaman kerja serta latihan dengan jaringan. Sebaliknya, ciri keperluan untuk pencapaian tidak menunjukkan perbezaan yang signifikan terhadap jaringan. Selain itu, kajian juga menunjukkan jaringan telah menjadi pengantara bagi hubungan di antara pengambilan risiko, keyakinan diri, kreatif dan inovatif, serta latihan, dengan kejayaan keusahawanan wanita, manakala hubungan antara keperluan untuk pencapaian dan pengalaman kerja dengan kejayaan keusahawanan wanita didapati negatif. Hasil kajian ini memberikan wawasan penting bagi kerajaan, penggubal dasar dan persatuan keusahawanan wanita untuk memahami pengaruh pelbagai pemboleh ubah tersebut terhadap kejayaan keusahawanan wanita. Akhirnya, batasan dan cadangan untuk penyelidikan masa hadapan juga dibincangkan dalam kajian ini.

**Kata kunci:** pengambilan risiko, keyakinan diri, jaringan, latihan, kejayaan keusahawanan wanita

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## List of Abbreviations

|        |   |
|--------|---|
| AIM    | Amanah Ikhtiar Malaysia                           |
| CI     | Creative and Innovative                           |
| EC     | Entrepreneur Characteristics                      |
| GEM    | Global Entrepreneurship Monitor                   |
| HCT    | Human Capital Theory                              |
| M      | Mean  |
| NFA    | Need for achievement                              |
| PLS    | Partial Least Square                              |
| RT     | Risk taking                                       |
| SC     | Self-confidence                                   |
| SD     | Standard Deviation                                |
| SEM    | Structural Equation Modelling                     |
| SMIDEC | Small and Medium Industry Development Corporation |
| SNT    | Social Network Theory                             |
| SCT    | Social Cognitive Theory                           |
| SCCT   | Social Cognitive Career Theory                    |
| SPSS   | Statistical Package for Social Science            |
| TEA    | Total early-stage Entrepreneurial Activity        |
| TR     | Training  |
| USA    | United States of America                          |
| VAF    | Variance Accounted For                            |
| VIF    | Variance Inflated For                             |
| WE     | Work experience                                   |
| WES    | Women entrepreneurial success                     |

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background of the Study**

Entrepreneurship has been identified as crucial for the survival and maintenance of any local economy. This is due to the slowdown of GDP growth, reduced in household incomes, changing consumption pattern, reduces in external credit access and stagnating demand on exports (El-hamidi, 2011). Moreover, entrepreneurship will help to create opportunities for employment, which in turn will increase the income of people as well as their standard of living and the country as a whole (Ranasinghe, 2012). Therefore, entrepreneurship is considered as a driving force not only to the achievement of economic development as well as for their personal development (Ummah & Gunapalan, 2012). In line with this, Prasad, Naidu, Murthy, Winkel & Ehrhardt (2013) claimed that the numbers of entrepreneurs are expected to increase steadily worldwide that includes women entrepreneurs.

#### **1.1.1 The Involvement of Women in Entrepreneurship**

The contribution of women in the country's development has also been recognized for a long time. An increase in the participation of women in the labour force indirectly indicated that the increase of women in national development is accentuated (Thuaibah, Azlah, Rozeyta, Hishamuddin, & Noorizwan, 2007). Furthermore, the involvement of women in nations' labour force is essential in order to transform the country from a developing country to developed country (Hassan & Yusof, 2015). Besides, by having more successful women entrepreneurs, this certainly will help much in poverty

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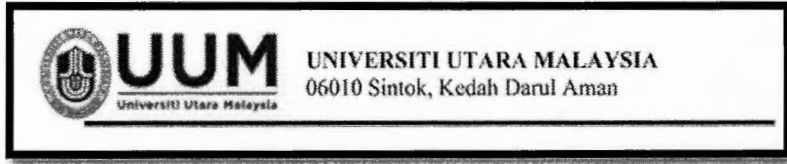
## Appendix A: Dimension of Entrepreneur Characteristics

| No |                        | Frequency Count | Ehigie & Umoren (2003) | Ranasinghe (2012) | Javadian & Singh (2012) | Ummah & Gunapalan (2012) | Fatimah Hassan et al. (2014) | Hoe et al. (2012) | White et al. (1997) | Nor Hafizah Selamat et al. (2011) | Lai et al. (2010) | Syed Shah Alam et al. (2008) | Edward (2008) | Fuad & Bohari (2011) | Seet et al. (2008) | Ahmad (2011) | Rieger (2012) | Azmi & Karim (2008) | Mendryk & Dylon (2014) |
|----|------------------------|-----------------|------------------------|-------------------|-------------------------|--------------------------|------------------------------|-------------------|---------------------|-----------------------------------|-------------------|------------------------------|---------------|----------------------|--------------------|--------------|---------------|---------------------|------------------------|
| 1. | Self-concept           | 1               | /                      |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 2. | Managerial competence  | 1               | /                      |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 3. | Business commitment    | 1               | /                      |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 4. | Perceived work stress  | 1               | /                      |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 5. | Tolerance of ambiguity | 1               |                        | /                 |                         |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 6. | Locus of control       | 2               |                        | /                 |                         |                          |                              |                   | /                   |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 7. | Self-confidence        | 5               | /                      | /                 |                         | /                        | /                            | /                 |                     |                                   |                   |                              |               |                      |                    | /            |               |                     |                        |
| 8. | Need for achievement   | 5               | /                      |                   | /                       |                          |                              |                   | /                   |                                   |                   |                              |               | /                    |                    | /            |               |                     |                        |
| 9. | Risk taking            | 5               | /                      | /                 |                         |                          |                              | /                 |                     |                                   |                   |                              | /             |                      |                    |              |               | /                   |                        |

| No  |                             | Frequency Count | Ehigie & Umoren (2003) | Ranasinghe (2012) | Javadian & Singh (2012) | Ummah & Gunapalan (2012) | Fatimah Hassan et al. (2014) | Hoe et al. (2012) | White et al. (1997) | Nor Hafizah Selamat et al. (2011) | Lai et al. (2010) | Syed Shah Alam et al. (2008) | Edward (2008) | Fuad & Bohari (2011) | Seet et al. (2008) | Ahmad (2011) | Rieger (2012) | Karim & Azmi (2008) | Mendryk & Dylon (2014) |
|-----|-----------------------------|-----------------|------------------------|-------------------|-------------------------|--------------------------|------------------------------|-------------------|---------------------|-----------------------------------|-------------------|------------------------------|---------------|----------------------|--------------------|--------------|---------------|---------------------|------------------------|
| 10. | Creative & Innovativeness   | 4               | /                      |                   |                         |                          |                              |                   |                     |                                   | /                 |                              |               |                      |                    |              |               | /                   | /                      |
| 11. | Independent                 | 1               |                        |                   | /                       |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 12. | Self-reliant                | 2               |                        |                   | /                       |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               | /                   |                        |
| 13. | Vision                      | 3               |                        |                   | /                       |                          | /                            |                   | /                   |                                   |                   | /                            |               |                      |                    |              |               |                     |                        |
| 14. | Positive attitude           | 1               |                        |                   | /                       |                          |                              | /                 |                     |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 15. | Interest / internal passion | 2               |                        |                   | /                       |                          |                              | /                 |                     |                                   |                   | /                            |               |                      |                    |              |               |                     |                        |
| 16. | Self-efficacy               | 1               |                        |                   | /                       |                          |                              |                   | /                   |                                   |                   |                              |               |                      |                    |              |               |                     |                        |
| 17. | Knowledgeable               | 1               |                        |                   | /                       |                          |                              |                   |                     | /                                 |                   |                              |               |                      |                    |              |               |                     |                        |
| 18. | Motivation                  | 2               |                        |                   | /                       |                          |                              |                   |                     | /                                 |                   | /                            |               |                      |                    |              |               |                     |                        |
| 19. | Leadership                  | 1               |                        |                   | /                       |                          |                              |                   |                     |                                   |                   |                              | /             |                      |                    |              |               |                     |                        |

| No  |                      | Frequency Count | Ehigie & Umoren (2003) | Ranasinghe (2012) | Javadian & Singh (2012) | Ummah & Gunapalan (2012) | Fatimah Hassan et al. (2014) | Hoe et al. (2012) | White et al. (1997) | Nor Hafizah Selamat et al. (2011) | Lai et al. (2010) | Syed Shah Alam et al. (2008) | Edward (2008) | Fuad & Bohari (2011) | Seet et al. (2008) | Ahmad (2011) | Rieger (2012) | Karim & Azmi (2008) | Mendryk & Dylon (2014) |
|-----|----------------------|-----------------|------------------------|-------------------|-------------------------|--------------------------|------------------------------|-------------------|---------------------|-----------------------------------|-------------------|------------------------------|---------------|----------------------|--------------------|--------------|---------------|---------------------|------------------------|
| 20. | Energy level         | 1               |                        |                   |                         |                          |                              |                   |                     |                                   |                   |                              | /             |                      |                    |              |               |                     |                        |
| 21. | Anxious              | 1               |                        |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               | /                    |                    |              |               |                     |                        |
| 22. | Determination        | 1               |                        |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    | /            |               |                     | /                      |
| 23. | Great-enthuatism     | 1               |                        |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               | /                    |                    |              |               |                     |                        |
| 24. | Taking opportunities | 1               |                        |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               | /                   |                        |
| 25. | Flexibility          | 1               |                        |                   |                         |                          |                              |                   |                     |                                   |                   |                              |               |                      |                    |              |               |                     |                        |

## Appendix B: Questionnaires



Cik/Puan,

Kajian ini bertujuan mengkaji faktor-faktor yang mempengaruhi kejayaan seseorang usahawan wanita di Malaysia. Saya amat berharap cik/puan dapat meluangkan sedikit masa bagi menjawab borang soal selidik ini.

Sokongan anda dalam menjawab kaji selidik ini adalah amat dihargai dan penting untuk memastikan kejayaan kajian. Tiada jawapan yang betul atau salah. Diharap cik/puan dapat menghantar jawapan sebelum **15 Disember 2016**.

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**BORANG SOAL SELIDIK**

**KAJIAN MENGENAI FAKTOR- FAKTOR YANG MEMPENGARUHI  
KEJAYAAN USAHAWAN WANITA DI MALAYSIA: PERANAN JARINGAN  
SEBAGAI PENGANTARA**

Kajian ini dijalankan oleh

**SHAMSUL HANA BINTI ABD RANI**

Di bawah penyeliaan

**DR. NORASHIDAH BINTI HASHIM**

KOLEJ PERNIAGAAN  
UNIVERSITI UTARA MALAYSIA

**KERAHSIAAN**

Semua maklumat dan jawapan yang diberikan dalam kaji selidik ini akan dianggap rahsia dan hanya untuk tujuan akademik. Sebarang maklumat yang menunjukkan identiti responden tidak akan didedahkan dalam apa jua keadaan.



## SEKSYEN A: LATAR BELAKANG RESPONDEN

### SECTION A: RESPONDENT'S BACKGROUND

Berikut adalah soalan-soalan mengenai latar belakang responden. Sila tanda (/) pada pilihan yang terbaik.

Below are the questions on the respondent's background. Please tick (/) at the best choice.

1. Ethnicity/ Etnik:

- ☐ Malay/ Melayu  
☐ Chinese/ Cina  
☐ Indian/ India  
☐ Others/ Lain-lain: \_\_\_\_\_

2. Age/ Umur:

- ☐ 30 and below/ 30 dan kebawah  
☐ 31-40  
☐ 41-50  
☐ 51 and above/ 51 dan keatas

3. Bilangan tahun dalam perniagaan.

Number of years in business.

- ☐ Kurang dari 3 tahun /Less than 3 years  
☐ 3-4 tahun/3-4 years  
☐ 5-6 tahun/5-6 years  
☐ 7-8 tahun/7-8 years  
☐ 9-10 tahun/9-10 years  
☐ Lebih dari 10 tahun/. More than 10 years

4. Adakah anda mempunyai pengalaman bekerja?

Do you have any working experience?

- ☐ Ya/Yes ☐ Tidak/ No

Jika ya / If yes:

Pengalaman bekerja sebelum menjadi usahawan (bilangan tahun/ Working experience before being an entrepreneur (years).

\_\_\_\_\_

5. Status perkahwinan/ marital status:

☐  
☐  
☐

Single/ Bujang

Married/ Berkahwin

Lain-lain/Others

6. Adakah anda pernah menyertai sebarang kursus/latihan?

☐

Ya

☐

Tidak



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**SEKSYEN B: DIMENSI CIRI-CIRI KEUSAHAWANAN (KEPERLUAN UNTUK PENCAPAIAN, SANGGUP MENGAMBIL RISIKO, KEYAKINAN DIRI, KREATIF DAN INNOVATIF)**

**SECTION B: ENTREPRENEURIAL CHARACTERISTICS (NEED FOR ACHIEVEMENT, RISK TAKING, SELF-CONFIDENCE, CREATIVE AND INNOVATIVE).**

Tandakan sejauhmanakah anda bersetuju atau tidak bersetuju dengan kenyataan yang diberikan.

*Please indicate the extent to which you agree or disagree with the following statements.*

Menggunakan skala dari 1-7, bulatkan jawapan anda.

*Using the scale from 1-7, kindly circle your response.*

|  |  |  |  |   |   |   |
|--|--|--|--|---|---|---|
| <b>1</b><br><b>Strongly Disagree</b><br>(Sangat Tidak Bersetuju) | <b>2</b><br><b>Disagree</b><br>(Tidak Bersetuju) | <b>3</b><br><b>Slightly Disagree</b><br>(Agak Tidak Bersetuju) | <b>4</b><br><b>Neither Agree or Disagree</b><br>(Berkecuali) | <b>5</b><br><b>Slightly Agree</b><br>(Agak Bersetuju) | <b>6</b><br><b>Agree</b><br>(Bersetuju) | <b>7</b><br><b>Strongly Agree</b><br>(Sangat Bersetuju) |
|--|--|--|--|---|---|---|

| <b>Keperluan unntk Pencapaian /Need for Achievement</b>  | <b>Skala/Scale</b> |   |   |   |   |   |   |
|--|--------------------|---|---|---|---|---|---|
| 1. Saya sentiasa bekerja keras untuk memperbaiki prestasi kerja yang lepas.<br><i>I always try hard to improve on past work performance.</i>                           | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Saya sentiasa mencari tanggungjawab yang lebih di dalam perniagaan.<br><i>I always seek added responsibilities in business.</i>                                     | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Saya sentiasa mencuba untuk mempamerkan prestasi yang lebih baik berbanding usahawan yang lain.<br><i>I always try to perform better than others.</i>               | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Untuk menjadi seorang usahawan, ianya sangat bergantung kepada kemampuan diri.<br><i>To be an entrepreneur, it depends mostly on ability.</i>                       | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Adalah penting untuk melihat secara berterusan cara baru di dalam perniagaan.<br><i>It is important to continuously look for new ways to do things in business.</i> | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |

| Sanggup Mengambil Risiko/ <i>Risk Taking</i>   | Skala/Scale |   |   |   |   |   |   |
|--|-------------|---|---|---|---|---|---|
| 1. Saya tidak kisah jika keuntungan kecil selagi ianya memberi jaminan dan berterusan.<br><i>I do not care if the profit is small so long as it assured and constant.</i>  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Saya bersedia untuk mengambil risiko yang tinggi bagi pulangan yang tinggi.<br><i>I am willing to take high risks for high returns.</i>   | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Saya tidak kisah bekerja di bawah keadaan yang tidak menentu selagi terdapat kebarangkalian keuntungan yang munasabah kepada saya.<br><i>I do not mind working under condition of uncertainty as long as there is reasonable probability of gains from it for me.</i> | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Saya tidak takut melabur dalam perniagaan yang mana dividennya telah dikira.<br><i>I do not fear investing my money on a venture whose dividend I have calculated.</i>  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Saya tidak kisah mengambil risiko yang mana kebarangkalian kejayaannya adalah 60% atau kurang.<br><i>I do not mind taking the risk that the probability of success is 60% or less</i>   | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Saya takut untuk menyertai sesuatu yang saya tidak pernah tahu.<br><i>I fear moving into new undertaking I know nothing about.</i>  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |

| Keyakinan Diri/ <i>Self-Confidence</i>   | Skala/Scale |   |   |   |   |   |   |
|--|-------------|---|---|---|---|---|---|
| 1. Saya bersedia untuk menghadapi cabaran baru.<br><i>I am willing to face new challenge.</i>  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Saya cekap dalam menyelesaikan masalah dalam perniagaan.<br><i>I am efficient at solving problem in the business..</i>            | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Saya mahir di dalam menyediakan dan melaksanakan sesuatu rancangan.<br><i>I am successful at preparing and implementing plans</i> | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Saya tabah dalam menghadapi tugas-tugas yang sukar.<br><i>I am persistence when faced with unpleasant tasks.</i>                  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |

|  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 5. Jika saya tidak berjaya di dalam perniagaan ini, saya akan mewujudkan perniagaan yang baru.<br><i>If I am not successful in this company I will set up a new one.</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Tidak sukar bagi saya untuk membuat keputusan di dalam hal-hal yang penting.<br><i>I have no difficulties in making decision about important matters.</i>             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. Saya tidak mudah patah semangat bila berhadapan dengan masalah.<br><i>I am not easily discourage when faced with problems.</i>  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| Kreatif dan Inovatif/ <i>Creative and Innovative</i>   | Skala/Scale |   |   |   |   |   |   |
|--|-------------|---|---|---|---|---|---|
| 1. Saya sentiasa mengemukakan idea-idea yang baru dan praktikal untuk memperbaiki prestasi saya.<br><i>I always come up with new and practical ideas to improve performance.</i>                       | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Saya mempunyai sumber idea-idea kreatif yang baik.<br><i>I have good source of creative ideas.</i>  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Saya sentiasa membangunkan jadual dan rancangan yang mencukupi untuk melaksanakan idea-idea baru saya.<br><i>I always develop adequate plans and schedules for the implementation of new ideas.</i> | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Saya sentiasa mempunyai pendekatan yang bernas dalam menyelesaikan masalah.<br><i>I always come up with creative solutions to problems.</i>   | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Saya sentiasa mempunyai pendekatan yang baru dalam menyelesaikan masalah.<br><i>I often have fresh approach to solve problems.</i>  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Saya sentiasa mencadangkan cara-cara yang baru dalam melaksanakan tugas.<br><i>I always suggest new ways of performing work tasks.</i>  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |

### SEKSYEN C: LATIHAN

### SECTION C: TRAINING

| Kursus/ <i>Training</i>   | Skala/Scale |
|---|-------------|
| Dengan menghadiri program latihan :<br>Participating in training programmes : |             |

|  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 1. dapat membantu pembangunan diri saya.<br><i>will help my personal development.</i>  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. jaringan saya dapat diperluaskan.<br><i>will help my network with others.</i>   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. saya dapat melakukan tugas dengan lebih baik..<br><i>will help me to perform my task better.</i>  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. saya akan sentiasa mengetahui perkembangan semasa berkenaan kemahiran dan ilmu yang berkaitan dengan perniagaan saya.<br><i>will help me to stay up to date on new skills and knowledge related to my business.</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. objektif Perniagaan saya dapat dicapai.<br><i>will help me reach my business objectives.</i>  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. saya mendapat idea yang lebih baik tentang sesuatu peluang perniagaan.<br><i>will give me a better idea of the business opportunities. .</i>  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. , saya mendapat lebih banyak peluang perniagaan.<br><i>will result in more opportunities in business.</i>   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

#### SEKSYEN D: JARINGAN

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#### SECTION D: NETWORKING

| Jaringan/Networking   | Skala/Scale |   |   |   |   |   |   |
|---|-------------|---|---|---|---|---|---|
| 1. Rangkaian sosial (Contoh: keluarga dan kenalan) saya sangat membantu dalam isu peniagaan.<br><i>My social support network is very helpful in dealing with business issue</i>                               | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Sebagai seorang Usahawan, saya dihormati dan dibantu oleh Masyarakat.<br><i>Being an entrepreneur, I am respected and helped by the society.</i>   | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Rangkaian sosial saya memberi kekuatan dan sokongan untuk menghadapi cabaran di dalam perniagaan.<br><i>My social network provides me the strength and support to face the challenges of the business.</i> | 1           | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Ahli keluarga saya sangat membantu dalam menjadikan saya seorang usahawan yang berjaya.  | 1           | 2 | 3 | 4 | 5 | 6 | 7 |

|   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| <i>My family members are over stretched of make me a successful entrepreneur.</i>   |   |   |   |   |   |   |   |
| 5. Ahli keluarga saya bersedia untuk mendengar masalah perniagaan mahupun masalah peribadi saya.<br><i>My family members are willing to listen to my business related or personal problems.</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Ahli keluarga/pasangan saya memahami pekerjaan saya sebagai seorang usahawan.<br><i>My family/spouse understand and accommodates my pre occupation as an entrepreneurs.</i>                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

#### SEKSYEN E: KEJAYAAN USAHAWAN WANITA

#### SECTION E: WOMEN ENTREPRENEURIAL SUCCESS.

| <b>Work-Family Balance Satisfaction/ Keseimbangan Kerja-Keluarga</b>  | <b>Skala/Scale</b> |   |   |   |   |   |   |
|---|--------------------|---|---|---|---|---|---|
| 1. Saya berpuas hati cara saya membahagikan masa di antara perniagaan dan kehidupan peribadi.<br><i>I am satisfied with the way I divide my time between business and personal life.</i>                  | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Saya berpuas hati cara saya membahagikan tumpuan saya terhadap perniagaan dan keluarga.<br><i>I am satisfied with the way I divide my attention business and family.</i>                               | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Saya berpuas hati cara saya membahagikan tumpuan saya terhadap perniagaan dan kehidupan peribadi saya.<br><i>I am satisfied with the way I divide my attention between business and personal life.</i> | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Saya mampu untuk mengendalikan perniagaan dan keluarga pada satu masa.<br><i>I am able to fit together between my business and family.</i>   | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Saya mampu untuk mengendalikan perniagaan dan kehidupan peribadi saya pada satu masa.<br><i>I am able to fit together between my business and personal life.</i>                                       | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Saya mampu mencapai keperluan perniagaan dan keperluan peribadi saya,<br><i>I am able to meet the needs of my business and the needs of my personal.</i>   | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |

|   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| 7. Saya mampu mencapai keperluan perniagaan dan keperluan keluarga saya.<br><i>I am able to meet the needs of my business and the needs of my family.</i>   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. Saya berpuas hati dengan peluang yang saya ada untuk menguruskan perniagaan dengan baik dan pada masa yang sama menguruskan tugas-tugas di rumah.<br><i>I am satisfied with the opportunity to do my business well and yet be able to perform home- related duties properly.</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| <b>Entrepreneurial Satisfaction/ Kepuasan Usahawan</b>   | <b>Skala/Scale</b> |   |   |   |   |   |   |
|--|--------------------|---|---|---|---|---|---|
| Saya berpuas hati dengan:<br><i>I am satisfied with:</i>   |                    |   |   |   |   |   |   |
| 1. pencapaian kejayaan saya di dalam perniagaan.<br><i>the success I have achieved in my business.</i>   | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. kemajuan kearah mencapai keseluruhan matlamat kerjaya saya.<br><i>the progress I have made towards meeting my overall entrepreneurial goals.</i>  | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. kemajuan kearah memenuhi pendapatan yang telah saya tetapkan.<br><i>the progress I have made towards meeting my goals for income.</i>   | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. kemajuan yang telah dibuat kearah memenuhi matlamat kemajuan saya.<br><i>the progress I have made towards meeting my goals for advancement.</i>   | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. kemajuan yang telah dibuat kearah memenuhi matlamat saya bagi pembangunan kemahiran yang baru.<br><i>the progress I have made towards meeting my goals for the development of new skills.</i> | 1                  | 2 | 3 | 4 | 5 | 6 | 7 |

-Terima Kasih/Thank You-



## Appendix C

Guidelines on number of sample size for a specified population

| <i>N</i> | <i>S</i> | <i>N</i> | <i>S</i> | <i>N</i> | <i>S</i> |
|----------|----------|----------|----------|----------|----------|
| 10       | 10       | 220      | 140      | 1200     | 291      |
| 15       | 14       | 230      | 144      | 1300     | 297      |
| 20       | 19       | 240      | 148      | 1400     | 302      |
| 25       | 24       | 250      | 152      | 1500     | 306      |
| 30       | 28       | 260      | 155      | 1600     | 310      |
| 35       | 32       | 270      | 159      | 1700     | 313      |
| 40       | 36       | 280      | 162      | 1800     | 317      |
| 45       | 40       | 290      | 165      | 1900     | 320      |
| 50       | 44       | 300      | 169      | 2000     | 322      |
| 55       | 48       | 320      | 175      | 2200     | 327      |
| 60       | 52       | 340      | 181      | 2400     | 331      |
| 65       | 56       | 360      | 186      | 2600     | 335      |
| 70       | 59       | 380      | 191      | 2800     | 338      |
| 75       | 63       | 400      | 196      | 3000     | 341      |
| 80       | 66       | 420      | 201      | 3500     | 346      |
| 85       | 70       | 440      | 205      | 4000     | 351      |
| 90       | 73       | 460      | 210      | 4500     | 354      |
| 95       | 76       | 480      | 214      | 5000     | 357      |
| 100      | 80       | 500      | 217      | 6000     | 361      |
| 110      | 86       | 550      | 226      | 7000     | 364      |
| 120      | 92       | 600      | 234      | 8000     | 367      |
| 130      | 97       | 650      | 242      | 9000     | 368      |
| 140      | 103      | 700      | 248      | 10000    | 370      |
| 150      | 108      | 750      | 254      | 15000    | 375      |
| 160      | 113      | 800      | 260      | 20000    | 377      |
| 170      | 118      | 850      | 265      | 30000    | 379      |
| 180      | 123      | 900      | 269      | 40000    | 380      |
| 190      | 127      | 950      | 274      | 50000    | 381      |
| 200      | 132      | 1000     | 278      | 75000    | 382      |
| 210      | 136      | 1100     | 285      | 100000   | 384      |

Source: Krejcie & Morgan 1970

## Appendix D:

### Letter for Data Collection



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Universiti Utara Malaysia  
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"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1  
14 December 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

#### LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that Shamsul Hana Abd Rani (Matric No: 95306) is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing her Doctor of Philosophy (PhD). She is conducting a research entitled *"Factors That Influence Woman Entrepreneurial Success in Malaysia : The Mediating Role of Networking"* under the supervision of Assoc. Prof. Dr. Norashidiah Binti Hashim.

In this regard, we hope that you can kindly provide assistance and cooperation for her to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"  
"ILMU, BUDI, BAKTI"

Yours faithfully

FADHUNA BINTI MD PUDZI  
Assistant Registrar  
for Dean  
Othman Yeop Abdullah Graduate School of Business

c.c. - Supervisor  
- Student's File (95306)

Universiti Pengurusan Terkemuka  
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